# ANNUAL REPORT

# CIVIL SERVICE COMMISSION

YEAR ENDED DECEMBER 31, 1988

89-02766/

# ANNUAL REPORT

OF THE

# CIVIL SERVICE COMMISSION

OF THE

# PROVINCE

OF

# PRINCE EDWARD ISLAND

FOR

# 1988

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The Honourable Lloyd G. MacPhail
Lieutenant Governor of Prince Edward Island

Dear Sir:

I have the honour to transmit the Annual Report of the Civil Service Commission of Prince Edward Island for the year ending December 31, 1988.

Respectfully submitted,

Gilbert Clements

Gilbert R. Clements
Minister Responsible for the Civil Service Act

The Honourable Gilbert R. Clements
Minister Responsible for the Civil Service Act
Province of Prince Edward Island
Charlottetown
Prince Edward Island

Dear Sir:

I have the honour to present to you the Annual Report of the Civil Service Commission for the year ending December 31, 1988. The report contains detailed information about the programs and activities undertaken by the Commission during the past year, as well as an analysis of the Provincial Civil Service.

Respectfully submitted,

D G MacCormac

Don G. MacCormac
Chairman

# REPORT
# of the
# PRINCE EDWARD ISLAND
# CIVIL SERVICE COMMISSION

This report covers the activities of the Civil Service Commission and its staff during the period of January 1, 1988 to December 31, 1988. It is submitted pursuant to Section 4(1)(f) of the *Civil Service Act*.

# CHAIRMAN'S REPORT

This Annual Report provides detailed information on the programs and activities undertaken by the Commission and its staff during 1988, as well as a comprehensive analysis of the Provincial Government workforce.

The Commission's mandate under the *Civil Service Act* is to:

- appoint employees to the classified division
- establish and maintain a classification plan
- provide advice on personnel policies and procedures.

The Commission also:

- provides training and educational programs for employees.
- advises and assists departments and agencies in the conduct of personnel administration.
- provides management advisory services including personnel planning and organizational studies.
- carries out research on compensation and working conditions provided by other employers.

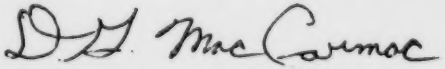
The goal of the Commission is to provide corporate leadership and direction in human resource management so that the Government may achieve its objectives through an effective and committed work force.

With limited resources, the Commission and its staff are hard-pressed to meet the increasing demands for services from departments, employees, and the public. It is only through the dedication and untiring effort of a committed staff that we were able to accomplish the results shown in this report.

I would like to use this opportunity to thank each and every employee of the Commission for their assistance and support. As well, I wish to express my appreciation to the managers and staff of departments and agencies whose cooperation made our task more manageable.

I wish to convey special thanks to June Hicken and Ken Walker, whose terms as Commissioners expired in November; their valuable input into all aspects of Commission activities will be missed.

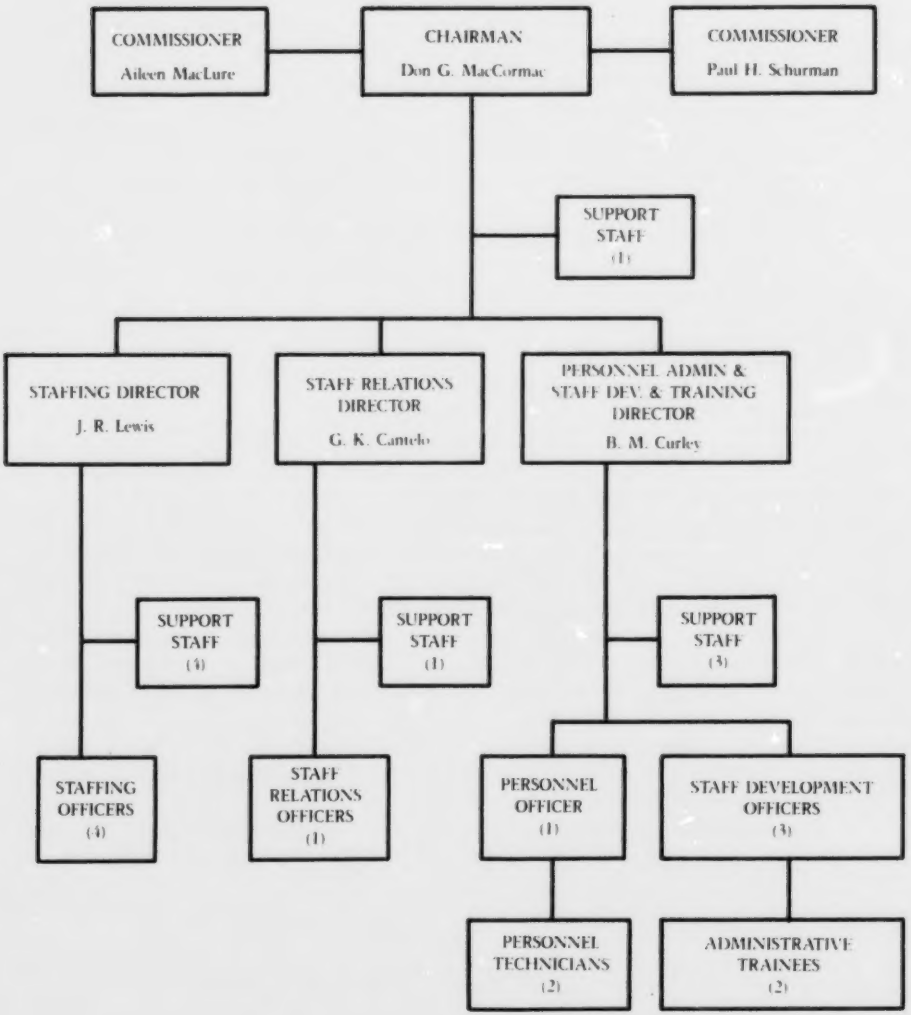
A special welcome is extended to our new Commissioners, Aileen MacLure and Paul H. Schurman who were appointed to a five-year term in December.



Don G. MacCormac
Chairman

# CIVIL SERVICE COMMISSION

## Organization Chart




December 1988

## THE CIVIL SERVICE COMMISSION

The Civil Service Commission, consists of a full-time Chairman and two part-time Commissioners appointed pursuant to the Civil Service Act. The Chairman is the Chief Executive Officer. Through its staff of personnel specialists and support employees the Commission is responsible for:

1. Staffing the Civil Service. (Recruitment, selection,, placement, transfer, and promotion.)
2. Providing Training and Development programs for employees in the Civil Service.
3. Developing and maintaining a Classification Plan as a basis for equitable compensation of employees performing the same kind or level of work.
4. Ensuring the equitable treatment of employees by monitoring the interpretation and administration of the Civil Service Act, Regullations, and Collective Agreement.

The Commission works to ensure that appointments to or from within the Civil Service are made in keeping with the merit principle and the Act. Procedures have been established to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the civil service while affordling employees an opportunity to obtain promotions and pursue a career within the civil service.

# REPORT HIGHLIGHTS

Political Rights broadened
Smoking restrictions implemented
Pay Equity process commenced

Early Retirement Incentive Plan offered
Sexual Harassment Policy introduced
French Services expanded
Staff Development and Training programs expanded
Secretarial/Clerical Development program operational
Computer Literacy program launched
40% increase in Injury claims
8000 apply for civil service positions; 400 people hired
4300 employees on payroll

## STATISTICS AT A GLANCE.....

| | Full-Time | Part-Time | Total |
|---|---|---|---|
| Employees on payroll (Dec.31/88) | | | |
| Executive Division | 49 | - | 49 |
| Classified Division | 2545 | 544 | 3089 |
| Casual Division | | | |
| Temporary | 705 | 52 | 757 |
| Relief | 336 | 60 | 396 |
| Contract | 57 | - | 57 |
| TOTAL EMPLOYEES | | | 4348 |
| Appointments to Classified Positions | | | 562 |
| Separations from the Classified Service | | | 248 |
| Turnover Rate in the Classified Service | | | 8% |
| Employee Transfers | | | 66 |
| Secondments | | | 23 |
| Employees in Deferred Salary Plan | | | 21 |
| Employees on TOTS Program | | | 91 |
| Employees on Temporary Assignment | | | 36 |
| Classification Reviews: | | | |
| a) By the Commission | | | 267 |
| b) By the Classification Appeal Board | | | 43 |
| Staff Development & Training: | | | |
| a) Participant Training Days | | | 3779 |
| b) In-Service Courses | | | 180 |
| Injury-On-Duty Claims | | | 358 |

# COMMENTARY

## Overview

As a result of many new programs and initiatives by Government, all aspects of Commission activities accelerated considerably during 1988. Some of these initiatives are described in the Significant Events section of this report.

Through its four Branches, the Commission provides a range of personnel services designed to acquire, develop and maintain a competent and motivated workforce.

The reports from the Branches show that an increased level of activities occurred in Staffing, Classification, Training and Personnel Administration. They also identify some areas which require further attention.

The appendices to this Report provide a comprehensive breakdown of the civil service workforce. An analysis of these figures indicates several elements of human resource management which deserve study or action.

A synopsis of the civil service workforce extracted from the data in the appendices shows:

- 18% of employees work on a part-time basis
- 58% of employees are female
- 40 years is the median age
- 9 years is the median length of service
- $27,000 is the average salary
- 60% of employees earn less that $25,000
- 400 are designated as "relief" workers.
- 100 additional classified employees in 1988

## SIGNIFICANT EVENTS

A number of new initiatives undertaken in 1988 will have a significant impact on the civil service. Some of the more important include: the broadening of Political Rights, commencement of Pay Equity, policy on Sexual Harassment, restrictions on Smoking, expansion of French Services, an Early Retirement Incentive Plan, and several new Staff Development programs.

## POLITICAL RIGHTS BROADENED

The *Civil Service Act* was amended to reduce the restrictions on political activity by civil servants. The majority of civil servants now have the right to become involved in partisan political activities including the right to a leave of absence without pay to run for political office.

Restricted employees - deputy heads, employees of central agencies, senior managers and policy advisors - may not participate in political activities.

An employee who is not a restricted employee may:

a) participate in political activities if in so doing does not impair his usefulness in the position in which he is employed or reveal any information obtained in the course of the duties of employment.

b) join a political party;

c) be a candidate in a federal or provincial election.

A leave of absence to run for political office shall not extend beyond the day in which the employee is declared elected for the second successive time.

## PAY EQUITY

Legislation calling for implementation of Pay Equity in the Public Service was proclaimed on October 1st, 1988:

- the object is to redress system gender discrimination in wages paid for work performed by employees in female-dominated classes, which is a class of which 60% or more of the incumbents are women.
- a Pay Equity Bureau in the Department of Labour has an educational, advisory, investigative and adjudicative role. A complaint mechanism is established.
- the maximum wage adjustment required in any year is 1% of the previous year's payroll.
- the first pay adjustments will be made 24 months from the date the Act is proclaimed. Initially, adjustments will be made in the Civil Service, and one year later in other public sectors, including hospitals, universities, and school boards.

A joint committee of Government and union representatives has begun to implement measures to achieve pay equity using a phased approach.

The first phase involves the selection of a gender-neutral evaluation system and the determination of those classes which must be evaluated. This is to be completed by October 1, 1989. It now appears that over 400 classes must be evaluated.

In the second, or evaluation phase, the Job Evaluation System is applied to representative jobs in the selected classes. This must be completed in one year (by October 1990). Immediately following this, work will begin on determining pay adjustments to employees in the civil service. The allocation of these wage payments to affected classes will be negotiated and implemented according to the time frames in the Pay Equity Act.

## SEXUAL HARASSMENT POLICY APPROVED

A proactive, preventive approach to the problem of sexual harassment at the workplace was taken when Executive Council recently authorized a policy for the civil service.

The essential features of the policy are:

* each manager is responsible to foster a work environment which is free of sexual harassment, and all complaints must be responded to immediately.
* employees have a responsibility to take action should they feel harassed.
* victims seeking redress may present the documented facts of the incident to their supervisor, Deputy Head, Civil Service Commission, or Human Rights Commission; or, they may process a grievance.
* a review of the incident may result in disciplinary action.
* false accusations can result in disciplinary action being taken against the accuser.

## SMOKING IN THE WORKPLACE

A Government-wide policy on smoking was developed by a joint committee of the Commission and the Union of Public Sector Employees.

**Phase I** began on April 4th and promoted the concept of a smoke-free work environment. Employees were encouraged to designate their personal work space as a non-smoking area; smoking cessation courses were offered, and smoking was prohibited in areas where the public is served.

**Phase II** became effective on June 1st and limited smoking to specially designated areas; cafeterias were divided into Smoking and no Smoking sections.

**Phase III** calls for an assessment to determine when a complete ban will be implemented. It is anticipated that this assessment will be initiated in the near future.

## FRENCH SERVICES IMPROVED

In 1987, Government announced a French Services policy. The objective is to increase Government's capacity to enable Francophone residents to participate with the Government in French in designated areas of the province.

A French Services Advisory Committee, chaired by the Chairman of the Civil Service Commission, was established to coordinate the implementation of this policy.

A number of steps have been taken towards the provision of more Government services in the French language:

- A 5 year cost-sharing agreement with the Secretary of State was signed covering a range of measures to enhance French services.
- 30 positions were designated as bilingual. As these become vacant, they are being staffed by persons fluent in both official languages.
- The Commission's Staffing Branch now has the capability to recruit, assess, and select bilingual candidates.
- A French Language Training Co-ordinator has been appointed to develop policies and co-ordinate language training for civil servants.
- A French Services Directorate has been established.

## EARLY RETIREMENT INCENTIVE PROGRAM

An Early Retirement Incentive was offered to employees who wished to retire prior to the normal retirement age of 65.

The incentive was available to employees on payroll or drawing L.T.D. and contributing to the Superannuation Fund on April 11, 1988.

Part-time employees were offered comparable benefits in proportion to their service.

The option was available from April to October, 1988.

### Incentives

***Category I*** applied to employees 60 - 65 years of age with ten years pensionable service. The benefit was up to 5 years additional service to a maximum of 35 years or the service an employee could earn at 65 years of age.

***Category II*** applied to employees 55 - 59 years of service with ten years of pensionable service. The benefit was a bridge payment of 50% of current regular salary to age 60 or for a maximum of 24 months, whichever came first.

### Results

97 employees took advantage of the program; 58 under Category I and 39 under Category II.

# OTHER HIGHLIGHTS

## EMPLOYMENT EQUITY FOR THE DISABLED

Slow but steady progress is being made in our efforts to provide employment opportunities for people with physical disabilities. Through our program, we are able to offer term employment for up to two years to provide candidates with the job experience necessary to compete for permanent positions.

We are encouraged by the cooperation shown by line managers and their willingness to give disabled candidates an opportunity to demonstrate their abilities.

## HOSPITAL & HEALTH EMPLOYEES TRANSFERRED

In 1989, the Hospital and Health Services Commission will be relocating to Montague. 36 of their employees indicated a strong preference for alternate employment in the Charlottetown area rather than relocating. A number of training and counselling sessions were held for these employees and extra efforts were made to arrange transfers to other departments.

We are pleased to report that 24 of the 36 employees have been transferred by year end.

## EXECUTIVE EXCHANGES TO BE PROMOTED

The Premiers of the three Maritime Provinces recently signed an agreement to promote the exchange of executives. The goals of this program are to improve the exchange of ideas and experiences, to open avenues of communication through the widening of contacts, and to foster personal growth of strategically placed public sector managers.

Assignments will generally be of a 6 to 24 month duration, and will be coordinated by an Advisory Committee of the Deputy Heads responsible for personnel administration.

Work is progressing on a similar arrangement between the Government of Canada and each of the Maritime provinces.

## NEW STAFF DEVELOPMENT PROGRAMS

Budgetary approval was received for the Commission to re-establish three programs which had been discontinued in 1981:

a) Administrative Trainee Program

A small number of recent university graduates are hired on an accelerated management development program; they work on special projects in departments.

b) Course Subsidization

The cost of registration, travel and accommodation to participate in professional or technical courses is provided to employees with an identified need.

c) Educational Leave

A few employees are financially assisted to study at university on a full time basis at the graduate level.

## SCHMEELK FELLOWSHIP

We were very honored and pleased when one of our civil servants won the prestigious Richard J. Schmeelk fellowship. Jean Paul Arsenault, Director of Forest Operations was one of only six Canadians to receive this award. It provides financial assistance to enable the winner to pursue a Master of Business Administration degree at university in other than their first language. John Paul is currently studying for his MBA at Laval University in Quebec City.

## LONG SERVICE AWARDS

The second annual Long Service Awards Ceremony was held on May 27 at Government House to recognize civil servants with 25 or 30 years of service.

Premier Ghiz presented certificates of appreciation and Chief Justice Norman Carruthers, substituting for Lieutenant Governor Lloyd MacPhail, presented long service pins -- 9 employees received a gold pin for thirty years of service and 12 employees received a silver pin for twenty-five years service.

## RETIREES HONOURED

The second annual Retiree Recognition night was held on January 28th. Premier Ghiz hosted a banquet for twenty-seven retirees and their guests, and presented framed certificates recognizing their many years of service to the people of Prince Edward Island.

# OUTSTANDING ISSUES

The Commission believes that further attention must be directed to several issues including: injury on duty, relief employees, need for a Management Group and need for an Employee Assistance Program.

## INJURY ON DUTY

In our last several reports, we commented on the escalating number and costs of both injuries on duty and disability claims.

The injury on duty situation is quite serious. As the following table shows, there has been a 96% increase in claims and a 230% increase in days lost in 1988 compared to 1982.

| | # CLAIMS | # DAYS LOST | COST |
|---|---|---|---|
| 1982 | 182 | 2053 | $323,000 |
| 1983 | 165 | 2192 | $330,000 |
| 1984 | 184 | 3089 | $465,000 |
| 1985 | 150 | 2541 | $734,000 |
| 1986 | 178 | 3969 | $1,081,000 |
| 1987 | 255 | 4822 | $1,258,000 |
| 1988 | 358 | 6788 | $1,434,000 |

Appendix "H" provides an analysis of injury claims during the past year.

The number of claims under Long Term Disability is also escalating:

| Year | # Claims |
|---|---|
| 1984 | 35 |
| 1985 | 60 |
| 1986 | 71 |
| 1987 | 93 |
| 1988 | 100 |

Because of concerns expressed in earlier reports, the Commission initiated a study to determine the major contributing factors associated with both Long Term Disability and Workers Compensation claims; to develop and implement measures to improve the administration of the system; and to coordinate rehabilitation and employment counseling for claimants.

Initial emphasis was placed on the escalating costs of Long Term Disability (LTD). Through interviews, questionnaires, and claim analysis, a number of problems were identified. Recommendations and options are being developed for the long-term; in the interim, 24 L.T.D. claimants were interviewed, and retraining opportunities have been pursued. There is now a closer liaison with the Insurance carrier, and with the Employee Benefits Branch.

During 1989, we will concentrate our efforts on the Injury on Duty situation. When an analysis has been completed, recommendations will be developed, including the feasibility of rehabilitation activities.

## RELIEF EMPLOYEES

The Commission is concerned about the perceived abuse of the "relief" designations.

A relief employee is defined as "an employee engaged to fill a position on a temporary basis as a replacement for a regular incumbent".

As nearly 400 employees are categorized as Relief, and a majority have been employed for more than a year, it is clear that the "relief" designation is being used inappropriately. It was never intended that relief employees be used on a long-term basis, and much of the work they do should be performed by "temporary" employees, whose employment is limited to six months in a fiscal year.

When relief employees are retained for a long period, problems with benefit plans increase; and, employees retained for long periods perceive themselves to be permanent owners of the job.

The Commission plans to address this situation, and implement measures to correct it.

## EMPLOYEE ASSISTANCE PROGRAM

The Commission believes there is a need to establish an Employee Assistance Program to help employees with problems which affect their work performance. When an employee leaves home to go to work, he or she cannot leave personal problems behind. The ability of a person to carry out their job responsibilities is affected by the nature and seriousness of the problem involved. The situation could be due to alcohol, drugs, family, marital, legal or financial problems.

Many modern organizations have developed Employee Assistance programs to help employees deal with personal problems, primarily by making appropriate referrals to community agencies.

The current Alcohol Rehabilitation Program available to government employees is not being utilized as intended. Last year, only 14 out of 4,300 employees were referred for treatment.

## MANAGEMENT GROUP

Any large organization must have a management group to look after the employer's interests. While there are over 125 managers in the civil service, they are not identified as a distinct group held accountable for implementation of policy.

As well, almost every manager is a member of the union. This has the potential for conflict of interest and sometimes causes a dilemma for managers in disciplinary matters.

Since the majority of management positions are individually classified, it is difficult to transfer managers for job rotation or to meet pressing needs. As well, each time a new management position is created, a new classification must be developed and its salary negotiated with the union.

More flexibility would be available if all management positions were grouped into a Management Series. This would reduce the number of individual classifications, and allow the deployment of staff as required by the needs of the workplace. To achieve this flexibility, a separate Management Group should be created, and the managers should be excluded from membership in the union.

## WOMEN IN THE CIVIL SERVICE

The workforce analysis shows that while women hold 58% of civil service positions, they are overly concentrated in the Administrative Support category and under-represented in the Administrative and Technical categories.

Considerable progress has been made at the Executive level: four of the twenty-six members of the Senior Compensation Plan are females -- 2 at the Deputy Minister level and 2 at the Assistant Deputy Minister level.

In the classified service, we note that female employees are participating in Staff Training at a much higher rate than males. As well, the majority of temporary work assignments for career development purposes are being sought and obtained by female employees.

While improvements have been made towards achieving a more representative workforce, progress has been slow. For example, while 20% of classified male employees earn $40,000, only 4% of female employees earn this amount.

The average salary for full-time classified employees:

| | 1984 | 1985 | 1986 | 1987 | 1988 |
|---|---|---|---|---|---|
| Male | $26,383 | $27,303 | $28,683 | $29,534 | $30,667 |
| Female | $20,318 | $21,338 | $22,406 | $23,108 | $23,944 |
| Average (all employees) | N/A | $24,245 | $25,412 | $26,225 | $27,156 |
| Female as % of Male | 77% | 78% | 78% | 78.6% | 78.1% |

The Pay Equity initiative which is currently being implemented, will contribute to a reduction in the earning gap between males and females; however, additional efforts such as an Employment Equity program will still be necessary to achieve a truly representative workforce.

# STAFFING BRANCH

1988 was a year of challenge for the Staffing Branch. Recruitment, selection and placement efforts were accelerated to meet an increased demand for staffing services, which include:

- Providing efficient service to departments and agencies by filling job vacancies in compliance with the Civil Service Act and the merit principle. (47% increase in appointments in 1988 over 1987).
- Ensuring that all persons have reasonable access to employment within the Civil Service.
- 66% of competitions were "open" to the public. Over 8,000 applications were received in 1988, representing a 20% increase from the previous year.
- Affording employees with an opportunity to pursue a career through promotion or other avenues of workforce mobility.

In 1988, 266 employees took advantage of career enhancement opportunities including promotions, transfers, temporary assignments and secondments.

Branch staff work closely with departmental personnel through all phases of the staffing process. This cooperative effort is critical to ensuring the staffing of a competent and service-minded workforce.

## RECRUITMENT

Recruitment to the Civil Service is primarily achieved through local advertising of positions for competition. In 1988, 294 competitions were advertised to fill existing vacancies and/or to create employment lists for anticipated openings. Of the 8,295 applications received, 75% were in response to competitions advertised.

Unsolicited applications comprised 25% of the total received. These applications were held on file and referred to appropriate competitions as they became available. The Staffing Branch provided "off the street" counseling for any applicant requesting information on existing or potential employment opportunities.

Special recruitment measures were taken to obtain qualified applicants for "hard-to-fill" vacancies such as Social Worker, Speech Therapist, Occupational Hygienist, and some Bilingual management positions. Regional, national and even international advertising was utilized as required. A bursary program was reinstated through Health and Social Services to ensure the future availability of qualified Pharmacists. Two university graduates were hired for the Administrative Trainee Program, which was reinstated by the Civil Service Commission.

Several student groups were addressed by staff regarding employment opportunities. Visits to graduating classes of Nurses, Licensed Nursing Assistants and Resident Care Workers assisted in the recruitment of applicants for these high turnover positions.

## SELECTION

The 294 competitions held in 1988 represented a 40% increase over 1987. On average, 21 applications were received and 12 applicants were interviewed per competition.

Selection Committees are generally comprised of a Staffing Officer and departmental representative(s). Candidates are assessed against the position requirements through personal interviews and examinations as required. Interviews and examinations are usually held in the geographic area in which the vacant positions is located.

In 1988, examinations were administered in 68 of the 294 competitions. Tests in typing, general knowledge and shorthand are used for entry level clerical/secretarial positions. Other types of written examinations are used for management and administrative positions.

4,507 candidates were invited to participate in selection examinations and/or oral interviews. Of the 3,556 candidates invited for oral interviews, 79% passed, 15% failed and 6% did not appear.

All candidates have the right to review the results of their interviews and written examinations, and many take advantage of this opportunity by discussing results with a Staffing Officer.

## PLACEMENT

During 1988, the Staffing Branch made 526 probationary appointments, a 43% increase over 1987. 401 candidates were appointed from outside the service, while the remaining 125 vacancies were filled through in-service promotion. The significant increase in placements this year can be attributed in part to the staffing of 150 positions for new Young Offenders' facilities opened by the Department of Justice. Additional vacancies resulted from 97 employees taking advantage of the "Early Retirement Incentive Plan".

In addition to probationary appointments, the Branch made 36 provisional appointments and 73 temporary appointments in 1988.

## CAREER ENHANCEMENT OPPORTUNITIES

As well as applying for promotional opportunities, existing employees may obtain new work experience through transfers, temporary assignments, or secondments.

### Transfers

The Branch endeavors, whenever possible, to find suitable positions for employees seeking a permanent change in job or work environment. This year, 101 requests for transfer were received and 66 transfers were arranged; this represents an increase of 186% over 1987.

Special efforts were made to accommodate employees of the Hospital and Health Services Commission who do not wish to relocate to Montague in 1989. To date, the majority have been transferred to suitable positions in other departments in the Charlottetown area. The Branch continues to seek placements for those still awaiting transfer.

### Temporary Assignment Program

The Branch is responsible for the Temporary Assignment Program whereby employees are given the opportunity to develop new job skills through a voluntary temporary job change. Employees normally receive their regular salary while on assignment. 36 employees received temporary assignments in 1988.

### Secondments

23 secondments were processed by the Branch in 1988. A secondment is a temporary transfer of an individual for a specific period of time (usually one year) into another job. Secondments may be between departments or with outside organizations. Similar to Temporary Assignments, a secondment is intended to provide a learning experience for the employee; however, if a seconded employees is immediately qualified to carry out the principal responsibilities of the position, the employee may receive a salary as if he/she had been promoted.

## EMPLOYMENT EQUITY FOR THE DISABLED

In an effort to increase representation of the disabled in the workforce, the Branch continued to promote its Employment Equity Program. 85 disabled individuals were interviewed/counselled this year regarding employment opportunities.

In conjunction with the Department of Health and Social Services, 23 disabled recipients of social assistance were selected to receive a combination of classroom training and work experience in departments, with long-term job placement as the objective. 15 long-term job appointments were made in 1988 to disabled persons, with additional placements anticipated in early 1989.

Awareness of the potential for persons with disabilities to become productive members of the civil service workforce is increasing. The Branch is optimistic that this program will continue as a positive step towards increasing the number of employable disabled individuals in the civil service.

## STAFFING OF BILINGUAL POSITIONS

In 1988, 30 civil service positions were designated as those which should be providing government services in French.

Some professional, management and administrative support positions have already been staffed with bilingual employees. The remaining designated positions will be staffed with bilingual employees as they become vacant.

During 1988, a French Language Training Coordinator, two bilingual secretaries, and a bilingual staffing officer were hired to provide bilingual services within the Civil Service Commission.

## GENERAL

As government services grow and new programs are implemented, staffing requirements continue to increase.

The personnel of the Staffing Branch would like to thank all departmental staff who participated on selection boards and assisted in the competition process during 1988. As well, our sincere appreciation to staff of the Department of Health & Social Services and the P.E.I. Council for the Disabled for their support and cooperation in implementing the Employment Equity Program for the Disabled.

As the civil service is the province's largest employer, it is essential that we continue to work together to develop and maintain a workforce which equitably represents and serves the needs of the population.

## STAFFING BRANCH STATISTICS

| | |
|---|---|
| Competitions: | |
| Open | 194 |
| In-Service | 100 |
| TOTAL | 294 |
| Applications Received | 8295 |
| Applicants Interviewed | 3556 |
| Applicants Qualifying in Selection Interviews | 79% |
| Probationary appointments | 526 |
| Provisional appointments | 36 |

| | |
|---|---|
| Temporary appointments | 73 |
| Relief appointments | 49 |
| Contracts | 1 |
| Temporary Assignments | 36 |
| Employee Secondments | 23 |
| Transfers | 66 |
| Disabled, training appointments | 24 |
| Disabled, long term appointments | 15 |
| TOTAL PLACEMENTS | 849 |
| Refusals of Job Offers | 67 |

# STAFF RELATIONS BRANCH

## Classification

It is a Commission responsibility to classify all positions, and to maintain a classification plan. This ensures that positions having similar duties and levels of responsibility are assigned to the same classification, so that compensation can be based on the relative value of the work performed.

While the Commission classifies positions, the rate of pay for each classification is determined through collective bargaining for unionized positions; Treasury Board sets the salary for excluded positions.

The Commission issued decisions on the classification level of 267 existing positions in 1988. Of these, 29 were downgraded to a lower classification,, 92 were confirmed at their present level and 146 were upgraded.

There was an organization review carried out on behalf of the Department of Tourism and Parks which proposed changes to the classification plan. This review was necessitated by the amalgamation of the Parks Branch and the Department of Tourism.

160 proposed new positions were classified prior to being submitted to Treasury Board for creation.

The Commission reviews the classification level of each vacant position before staffing takes place. The employer submits an updated job description, and the classification is verified prior to the position being filled. During the year, the classifications of 562 positions were verified before staffing action commenced.

## Classification Appeals

The Civil Service Act Regulations provide for a Classification Appeal Board to hear appeals against decisions of the Commission regarding the classification of positions. Either the Deputy Head or the employee may appeal. The Board procedure is to hear evidence from the employee, the Deputy Head's representative, and the Commission. It then issues a decision which is binding on all parties.

During the year the Board heard forty-three appeals. Seven of these were granted in favour of the appellant, and the Commission's decision was upheld in the other thirty-six.

The Commission recognizes the valuable contribution which Board members make to the classification process, and the civil service is indebted to all members of the Board who carry out this responsibility on a voluntary basis.

## Collective Bargaining

Negotiations resulting in a 30-month agreement with the Union of Public Sector Employees were concluded prior to the expiration of the former agreement.

The Agreement provides for wage adjustments:

| | |
|---|---|
| April 1, 1988 | - $650.00 (lump sum signing bonus) |
| October 1, 1988 | - 4% increase in pay levels |
| October 1, 1989 | - 4.5% increase in pay levels |
| April 1, 1990 | - $650.00 added to pay levels |

The Agreement expires on September 30, 1990.

Minor language changes were also negotiated.

## STAFF DEVELOPMENT AND TRAINING BRANCH

The mandate of the Branch is to assist departments and employees to improve the efficiency and effectiveness by which Government services are provided.

## OBJECTIVES:

The major objectives of the Branch are:

- to provide development and training programs to meet the identified needs of employees and their departments.
- to assist managers implement organizational change.

## PROGRAMS:

To reach these objectives, the Branch provides:

- staff training programs (in-service courses)
- consulting services on organizational development
- career planning services
- tuition reimbursement
- public administration program (at UPEI)
- administrative trainee program
- course subsidization
- educational leave
- French language training
- computer literacy program

## TRAINING NEEDS IDENTIFICATION

A needs analysis is conducted annually to determine the training requirements of departments. This analysis is developed with the cooperation of a Training Coordinator in each department and agency.

This information is used by the Branch to develop a calendar of in-service courses, and to allocate resources among its other training and development programs.

## IN-SERVICE COURSES

Based on identified needs, a calendar of In-Service courses for the year is developed. In 1988, 58 courses on a variety of topics, were offered. Over 700 employees participated in one or more courses. (see Appendix "K")

## SPECIAL COURSES

Demand for specialized training to meet specific needs of departments increased by 11% this year. The Branch responded to 122 requests to offer/fund courses for 1988. (see Appendix "L")

## COURSE LEADERS

While Branch staff act as the resource person for the majority of training programs, employees of other departments assist us by offering courses in their areas of expertise.

The Branch provides training in instructional techniques and course design, as well as assistance with program development to these course leaders. In recognition for their volunteer efforts, Certificates of Appreciation were presented at an annual banquet.

## CONSULTING SERVICES

The Branch continued to dedicate a substantial amount of its resources to handling requests for consulting services. These interventions dealt with organizational development issues including:

- goal setting
- role clarification
- performance appraisal
- conflict resolution
- time management
- planning and organizing

- team building
- leadership
- supervisor and management development

## SECRETARIAL/CLERICAL DEVELOPMENT

The Branch worked closely with the Secretarial/Clerical Advisory Committee to develop and implement a Certificate Program for Administrative Support Employees. Thirty-five employees were selected to participate in The Pilot Project, and are actively involved with in-service courses, post-secondary studies, university courses and temporary assignments.

The objective is to develop participants so that they can do a better job in their current position and also enable them to assume greater responsibilities.

Graduates will receive a certificate recognizing their successful completion.

Fifteen new candidates will be selected for the 1989 enrolment.

## ADMINISTRATIVE TRAINEE PROGRAM

The Administrative Trainee Program was re-established this year with the hiring of two trainees. They will each complete a number of assignments with a rotation to line departments and central agencies. Departments may request the services of a trainee for a special project or for the replacement of regular staff as long as the assignment meets the career development plan of the trainee.

The Program extends over a two year period, providing trainees with a variety of assignments to complement their personal development plan.

## COMPUTER LITERACY PROGRAM

In conjunction with Computer Services Division, a Computer Literacy Program was introduced to accelerate the development of computer skills in the civil service. Six employees participated in the pilot 36 hour instructional program. Each participant was loaned a portable micro computer and printer for practice and development during the 4 month program.

Upon completion of the formal training, participants were encouraged to join a User Group to share ideas on computer application. Several offerings of this program are scheduled for 1989.

## FRENCH LANGUAGE TRAINING

In accord with the Province's French Services Policy and with financial assistance from the Secretary of State, efforts were begun to establish French Language Training. Staff are presently determining the type of training required; policies and procedures will be formulated to meet these needs.

Training at the introductory level was provided to employees in the Summerside area, while an intermediate level course was offered to a group from Charlottetown. In addition, tutorial training was offered to a few individuals. A French Language Training Coordinator has been appointed.

## PUBLIC ADMINISTRATION PROGRAM

This program of studies, offered through the Extension Department of the University of Prince Edward Island had 16 provincial government employees enroll in 1988. Over 100 employees are currently studying for a certificate or a diploma.

Three employees received a Diploma and three received a Certificate in 1988.

## DIRECTORS' FORUM

The Branch assisted a group of senior managers with the formation of a Directors' Forum. The purpose of the forum is to establish a networking system where senior managers can exchange information and ideas about problems of mutual concern. Special topics are identified for seminars or briefing sessions on a monthly basis.

## EDUCATIONAL LEAVE

This program was re-instituted this year for the purpose of providing employees with a leave of absence and financial assistance to further their education at the graduate level. The employee's course of study must be consistent with the needs of the department. Three employees were approved for educational leave in 1988.

## TUITION REIMBURSEMENT

Employees are reimbursed 60% of the tuition fee upon successful completion of courses taken on their own time, primarily at Holland College and UPEI. To be eligible for reimbursement, the course must be job-related or part of the Public Administration Program.

## COURSE SUBSIDIZATION

This program was re-introduced in 1988. Seminars, workshops and short courses of less than six weeks, conducted by outside agencies, are considered under this plan. To qualify for financial assistance, the training must be job-related and approved by the department and the Branch.

# PERSONNEL ADMINISTRATION BRANCH

The mandate of the Branch is to ensure that employees are treated fairly and equitably. This is achieved by a centralized review of administrative activities covered by provisions of the Civil Service Act, Regulations, and Collective Agreement.

## FUNCTIONS

The major functions of the Branch are to:

- monitor personnel activities of Department and Agencies to ensure compliance with policy;
- develop personnel policies, and
- provide assistance and advice on personnel matters.

These functions are carried out by:

- monitoring the personnel and payroll systems;
- operating the human resource information system;
- maintaining the personnel administration manual;
- providing advice to managers on personnel matters; and
- counselling employees on problems that affect work performance.

## INJURY ON DUTY

The Branch is responsible for coordinating the Workers' Compensation Program for the Government as an employer. During 1988, 358 claims for injury on duty were approved, with a loss of 6800 days. (see Appendix "H") This represents a 44% increase in claims and a 40% increase in days lost over 1987.

The Government reimbursed the Compensation Board for payments made on behalf of its employees, as well as an administration fee. These costs amounted to $1,434,833 in 1988, an increase of 14% over 1987. The costs included reimbursing the Workers' Compensation Board for an environmental study carried out at the Beach Grove Home for Special Care.

## ALCOHOLISM REHABILITATION

The Commission is responsible for the administration of the Alcoholism Rehabilitation Program which provides employees with an opportunity for treatment in relation to problem drinking, alcoholism, or drug addiction. Fourteen employees were involved in the Program in 1988.

While this Program meets a need, it is not adequate for the many problems faced by employees at the workplace. There appears to be a need for an Employee Assistance Program, and the Commission will be investigating the possibility of establishing such a program.

## DISCIPLINE

While discipline is the responsibility of the individual Deputy Head, the Commission monitors such action to ensure that it is administered consistently. Disciplinary action in the form of written reprimand occurred in 7 cases, and 6 employees were suspended. Three employees were rejected during probation.

## ESTABLISHMENT

The Branch maintains control over the established (created by Treasury Board) positions in the Civil Service. The Civil Service Establishment shown in Appendix "A" provides information on the number and types of employees in each department and agency as of December 31, 1988.

## PROFILE OF THE CLASSIFIED SERVICE

Appendices B to G provide an analysis of the classified service by various categories such as age, length of service, and salary. They are used by the Commission to detect trends which might indicate the need for some corrective action.

## EMPLOYEE BENEFITS

The Branch is currently conducting a study into the accelerating cost of employee benefits, especially Long Term Disability, Workers' Compensation and sick leave. To date, our major emphasis was on determining the factors contributing to the significant level of participation in Long Term Disability. Corrective actions such as rehabilitation, retraining and placement of employees in the less demanding jobs are all under active consideration.

## PAYROLL SYSTEM

The Branch, as part of an inter-departmental committee, participated in a feasibility study of a revised payroll system. The study recommended the purchase of a new system which will correct many deficiencies in the present one.

The Commission and the Department of Finance are evaluating the functionability of the new system, and identifying the degree of modification required to interface with existing systems.

The payroll-personnel system generates the Human Resource Information System which provides pertinent data for management use by the Commission and line managers.

# CIVIL SERVICE ESTABLISHMENT

APPENDIX "A"

| DEPT./AGENCY | EXEC. DIVISION | CLASSIFIED DIVISION | | | | | | CASUAL DIVISION EMPLOYEES | | | | | | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | EMPLOYEES | | | VACANT POSITIONS | | | TEMPORARY | | RELIEF | | CONTRACT | STUDENT | TOTAL | |
| | EMPLOYEES | F.T. | P.T. | TOTAL | F.T. | P.T. | TOTAL | F.T. | P.T. | F.T. | P.T. | | | CASUAL DIVISION | EMPLOYEES |
| Agriculture | 2 | 122 | 16 | 138 | 22 | 4 | 26 | 31 | 3 | 13 | 0 | 10 | 0 | 57 | 197 |
| Community & Cultural Affairs | 1 | 76 | 9 | 85 | 6 | 1 | 7 | 23 | 0 | 5 | 0 | 8 | 0 | 36 | 122 |
| Education | 1 | 68 | 27 | 95 | 6 | 2 | 8 | 4 | 13 | 10 | 8 | 8 | 0 | 43 | 139 |
| Energy & Forestry | 1 | 50 | 1 | 51 | 6 | 0 | 6 | 51 | 0 | 2 | 0 | 0 | 0 | 53 | 105 |
| Finance | 2 | 154 | 0 | 154 | 8 | 0 | 8 | 19 | 0 | 4 | 0 | 0 | 0 | 23 | 179 |
| Fisheries | 2 | 16 | 0 | 16 | 1 | 0 | 1 | 6 | 0 | 1 | 0 | 2 | 0 | 9 | 27 |
| Labour | 2 | 24 | 0 | 24 | 4 | 0 | 4 | 0 | 0 | 1 | 0 | 2 | 0 | 3 | 29 |
| Health & Social Services | 1 | 1012 | 384 | 1396 | 58 | 35 | 93 | 49 | 19 | 230 | 48 | 3 | 0 | 349 | 1746 |
| Industry | 1 | 53 | 1 | 54 | 9 | 0 | 9 | 9 | 1 | 4 | 0 | 4 | 0 | 18 | 73 |
| Justice & Attorney General | 1 | 197 | 40 | 237 | 18 | 25 | 43 | 11 | 8 | 31 | 4 | 6 | 0 | 60 | 298 |
| Tourism & Parks | 1 | 44 | 1 | 45 | 8 | 0 | 8 | 26 | 2 | 1 | 0 | 3 | 0 | 32 | 78 |
| Trans. & Public Works | 2 | 433 | 51 | 484 | 47 | 10 | 57 | 423 | 0 | 27 | 0 | 3 | 0 | 453 | 939 |
| Addiction Services (Central) | 0 | 4 | 0 | 4 | 1 | 0 | 1 | 0 | 0 | 3 | 0 | 1 | 0 | 4 | 8 |
| Auditor General's Office | 1 | 16 | 2 | 18 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 20 |
| Civil Service Comm. | 1 | 21 | 4 | 25 | 2 | 1 | 3 | 3 | 0 | 1 | 0 | 0 | 0 | 4 | 30 |
| Energy Corporation (Central) | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 3 | 0 | 5 | 7 |
| Executive Council | 12 | 6 | 0 | 6 | 6 | 1 | 7 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 20 |
| Hospital & Health Services Comm. | 1 | 34 | 0 | 34 | 10 | 0 | 10 | 14 | 0 | 0 | 0 | 2 | 0 | 16 | 51 |
| Housing Corporation | 1 | 38 | 0 | 38 | 6 | 0 | 6 | 3 | 0 | 2 | 0 | 0 | 0 | 5 | 44 |
| Land Development Corp. | 1 | 5 | 2 | 7 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 7 | 9 |
| Land Use Commission | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 3 |
| Legislative Assembly | 8 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 |
| Lending Authority | 1 | 17 | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18 |
| Liquor Control Comm. | 1 | 110 | 0 | 110 | 3 | 0 | 3 | 34 | 0 | 1 | 0 | 0 | 0 | 35 | 146 |
| Museum & Heritage | 0 | 9 | 4 | 13 | 3 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 |
| Public Utilities Comm. | 1 | 9 | 0 | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 |
| Treasury Board | 1 | 10 | 2 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 |
| Workers' Compensation Bd. | 1 | 15 | 0 | 15 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 |
| TOTAL | 49 | 2545 | 544 | 3089 | 228 | 80 | 308 | 711 | 86 | 336 | 60 | 57 | 0 | 1210 | 4348 |
| TOTAL This Date Last Year | 50 | 2509 | 483 | 2992 | 153 | 87 | 240 | 528 | 43 | 247 | 54 | 50 | 7 | 929 | 3976 |
| Difference From Last Year | -1 | 36 | 61 | 97 | 75 | -7 | 68 | 183 | 3 | 89 | 6 | 7 | -7 | 281 | 372 |

APPENDIX "B"

# AGE PROFILE OF CLASSIFIED CIVIL SERVICE

| AGE | MALE | FEMALE | TOTAL | % |
|---|---|---|---|---|
| Under 25 | 20 | 58 | 78 | 2.5% |
| 25 - 34 | 287 | 555 | 842 | 27.3% |
| 35 - 44 | 472 | 679 | 1151 | 37.3% |
| 45 - 54 | 333 | 354 | 687 | 22.2% |
| 55 - 64 | 171 | 141 | 312 | 10.1% |
| Over 65 | 13 | 6 | 19 | 0.6% |
| TOTAL | 1296 | 1793 | 3089 | 100.0% |

MEDIAN AGE

| Male Employees | Female Employees | All Employees |
|---|---|---|
| 41 | 38 | 40 |

APPENDIX "C"

# SALARY PROFILE OF CLASSIFIED CIVIL SERVICE

| SALARY* | Male | Percentage | Female | Percentage | Total** | % |
|---|---|---|---|---|---|---|
| Under $15,000 | 39 | 3% | 390 | 22% | 429*** | 14% |
| $15,000 - 19,999 | 147 | 11% | 399 | 22% | 546 | 18% |
| $20,000 - 24,999 | 361 | 28% | 535 | 30% | 896 | 29% |
| $25,000 - 29,999 | 191 | 15% | 193 | 11% | 384 | 12% |
| $30,000 - 34,999 | 178 | 14% | 133 | 7% | 311 | 10% |
| $35,000 - 39,999 | 121 | 9% | 78 | 4% | 199 | 6% |
| $40,000 - 44,999 | 114 | 9% | 39 | 2% | 153 | 5% |
| $45,000 and over | 145 | 11% | 26 | 2% | 171 | 6% |
| TOTAL | 1296 | 100% | 1793 | 100% | 3089 | 100% |

* The salary figure is the employee's regular salary for time worked in the year.

** The number of employees shown includes both full-time and part-time employees.

*** All are part-time employees.

APPENDIX "D"

# LENGTH OF SERVICE PROFILE

| | Employees | | | |
|---|---|---|---|---|
| YEARS OF SERVICE | Male | Female | Total | % of Total |
| 0 - 4 | 318 | 685 | 1003 | 33% |
| 5 - 9 | 281 | 403 | 684 | 22% |
| 10 - 14 | 280 | 396 | 676 | 22% |
| 15 - 19 | 251 | 202 | 453 | 15% |
| 20 - 24 | 97 | 78 | 175 | 6% |
| 25 - 29 | 47 | 18 | 65 | 2% |
| 30 - 34 | 15 | 8 | 23 | 1% |
| 35 plus | 7 | 3 | 10 | 0.3% |
| TOTAL | 1296 | 1793 | 3089 | 100.0% |

MEDIAN LENGTH OF SERVICE

| Male Employees | Female Employees | Overall |
|---|---|---|
| 10 years | 8 years | 9 years |

APPENDIX "E"

# EMPLOYMENT BY JOB CATEGORY AND SEX
## CLASSIFIED CIVIL SERVICE

| CATEGORY | EMPLOYEES | | | |
|---|---|---|---|---|
| | Number | | Percentage | |
| | MALE | FEMALE | MALE | FEMALE |
| Administrative | 399 | 253 | 31% | 14% |
| Administrative Support | 46 | 443 | 4% | 25% |
| Operational | 541 | 738 | 42% | 41% |
| Professional | 143 | 318 | 11% | 18% |
| Technical | 167 | 41 | 13% | 2% |
| TOTAL | 1296 | 1793 | 100% | 100% |

# SEPARATIONS BY JOB CATEGORY AND SEX
## CLASSIFIED CIVIL SERVICE

| CATEGORY | Retirements | | Resignations | | Lay-Offs | | Rejections* | | Deaths | |
|---|---|---|---|---|---|---|---|---|---|---|
| | M | F | M | F | M | F | M | F | M | F |
| Administrative | 23 | 9 | 8 | 9 | 3 | 0 | 1 | 0 | 1 | 0 |
| Administrative Support | 6 | 17 | 0 | 9 | 0 | 1 | 0 | 0 | 0 | 0 |
| Operational | 23 | 18 | 13 | 35 | 9 | 15 | 0 | 1 | 0 | 1 |
| Professional | 3 | 8 | 6 | 15 | 3 | 0 | 0 | 1 | 0 | 0 |
| Technical | 4 | 0 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 59 | 52 | 29 | 70 | 17 | 16 | 1 | 2 | 1 | 1 |

* Employees rejected during their probationary period.

APPENDIX "G"

# MALE/FEMALE BY DEPARTMENT/AGENCY

## CLASSIFIED CIVIL SERVICE

| DEPARTMENT/AGENCY | MALE | % | FEMALE | % | TOTAL |
|---|---|---|---|---|---|
| Agriculture | 86 | 62% | 52 | 38% | 138 |
| Community & Cultural Affairs | 67 | 68% | 31 | 32% | 98 |
| Education | 25 | 26% | 70 | 74% | 95 |
| Energy & Forestry | 36 | 71% | 15 | 29% | 51 |
| Finance | 86 | 56% | 68 | 44% | 154 |
| Fisheries | 10 | 63% | 6 | 38% | 16 |
| Labour | 14 | 58% | 10 | 42% | 24 |
| Health & Social Services | 219 | 16% | 1,177 | 84% | 1,396 |
| Industry | 25 | 46% | 29 | 54% | 54 |
| Justice & Attorney General | 136 | 57% | 101 | 43% | 237 |
| Tourism & Parks | 25 | 56% | 20 | 44% | 45 |
| Transportation & Public Works | 397 | 82% | 87 | 17% | 484 |
| Addiction Services (Central) | 2 | 50% | 2 | 50% | 4 |
| Auditor General's Office | 10 | 56% | 8 | 44% | 18 |
| Civil Service Commission | 5 | 20% | 20 | 80% | 25 |
| Energy Corporation (Central) | 0 | 0% | 1 | 100% | 1 |
| Executive Council | 0 | 0% | 6 | 100% | 6 |
| Hospital & Health Services Commissions | 8 | 24% | 26 | 77% | 34 |
| Housing Corporation | 26 | 68% | 12 | 32% | 38 |
| Land Development Corporation | 5 | 71% | 2 | 29% | 7 |
| Land Use Commission | 0 | 0% | 1 | 100% | 1 |
| Lending Authority | 11 | 65% | 6 | 35% | 17 |
| Liquor Control Commission | 86 | 78% | 24 | 22% | 110 |
| Public Utilities Commission | 4 | 44% | 5 | 56% | 9 |
| Treasury Board | 5 | 42% | 7 | 58% | 12 |
| Workers' Compensation Board | 8 | 53% | 7 | 47% | 15 |
| TOTAL | 1,296 | 42% | 1,793 | 58% | 3,089 |

APPENDIX "H"

## WORKERS' COMPENSATION EXPERIENCE
**January 1, 1988 to December 31, 1988**

### INJURY-ON-DUTY CLAIMS

| DEPARTMENT | Claims | Days Claimed |
|---|---|---|
| Executive Council Office | 1 | 1.5 |
| Agriculture | 1 | 131 |
| Auditor General | 1 | .5 |
| Community & Cultural Affairs | 1 | 5 |
| Education | 1 | 3 |
| Energy Corporation | 3 | 100 |
| Energy & Forestry | 9 | 92 |
| Health & Social Services | 214 | 4,561 |
| Housing Corporation | 2 | 27 |
| Justice | 11 | 298 |
| Labour | 2 | 69 |
| Liquor Control Commission | 7 | 77 |
| Tourism & Parks | 3 | 10 |
| Transportation & Public Works | 105 | 1,423 |
| TOTAL | 358 | 6,798 |

### COSTS

| | |
|---|---|
| Administration | $ 163,604 |
| Compensation | 244,706 |
| Injury on Duty | 404,951 |
| Lump Sum Payments | 89,101 |
| Medical Aid | 287,381 |
| Pension | 245,087 |
| TOTAL | $1,434,833 |

### LENGTH OF CLAIMS

| Number of Days Claimed | Number of Claims |
|---|---|
| 1 | 37 |
| 2 | 44 |
| 3 | 23 |
| 4 | 36 |
| 5 | 30 |
| 6-9 | 48 |
| 10-19 | 57 |
| 20-49 | 41 |
| 50-99 | 25 |
| 100+ | 17 |
| TOTAL | 358 |

### COST OF CLAIMS

| Cost | Number of Claims |
|---|---|
| $ 0 - $ 99 | 47 |
| $ 100 - $ 199 | 65 |
| $ 200 - $ 299 | 54 |
| $ 300 - $ 399 | 29 |
| $ 400 - $ 499 | 18 |
| $ 500 - $ 999 | 57 |
| $1,000 - $1,999 | 41 |
| $2,000 - $2,999 | 10 |
| $3,000 - $3,999 | 11 |
| $4,000+ | 26 |
| TOTAL | 358 |

**APPENDIX "I"**

### CLASSIFICATION APPEAL BOARD

| | |
|---|---|
| Chairman | Mr. Edward W. Lawlor |
| Alternate Chairman | Ms. Verna Bruce |
| Members | Mr. Dave MacPherson<br>Mr. W. Bruce White |
| Alternate Members | Ms. Wendy Hughes<br>Ms. Patricia Philips |

APPENDIX "J"

## TRAINING SUMMARY 1988

| DEPARTMENT/AGENCY | NUMBER OF EMPLOYEES | |
|---|---|---|
| | In-Service Training | Tuition Reimbursement/ Course Subsidy |
| Addiction Services | 3 | 1 |
| Agriculture | 48 | 18 |
| Civil Service Commission | 3 | 20 |
| Community & Cultural Affairs/Housing | 30 | 9 |
| Education | 19 | 4 |
| Energy & Forestry | 16 | 10 |
| Executive Council Office | 0 | 1 |
| Finance | 40 | 29 |
| Fisheries | 5 | 4 |
| Health & Social Services | 254 | 77 |
| Hospital & Health Services | 7 | 2 |
| Industry | 40 | 4 |
| Justice | 52 | 21 |
| Labour | 9 | 3 |
| Lending Authority | 3 | 1 |
| Liquor Control Commission | 16 | 3 |
| Museum & Heritage Foundation | 3 | 3 |
| Tourism & Parks | 21 | 8 |
| Transportation & Public Works | 79 | 7 |
| Treasury Board | 3 | 0 |
| Other | 65 | 1 |
| TOTAL | 718 | 226 |

APPENDIX "K"

## IN-SERVICE TRAINING PROGRAMS

| COURSE TITLE | No. of Courses | No. of Participants Male | No. of Participants Female | Training Days | Participant Training Days |
|---|---|---|---|---|---|
| Developing/Presenting Workshops | 1 | 2 | 10 | 3 | 36 |
| Report Writing | 1 | 4 | 6 | 3 | 30 |
| Creative Problem Solving | 1 | 6 | 7 | 2 | 26 |
| Standard First Aid/CPR - Summerside | 1 | 2 | 2 | 2 | 8 |
| Orientation To Government | 7 | 32 | 67 | 7 | 99 |
| Interpersonal Communication | 2 | 9 | 20 | 4 | 58 |
| Role Of Admin Support | 1 | 0 | 11 | 1 | 11 |
| Standard First Aid/CPR | 2 | 12 | 9 | 4 | 42 |
| The New Supervisor | 2 | 7 | 14 | 4 | 42 |
| Computer Concepts (Admin. Support) | 2 | 3 | 20 | 2 | 46 |
| Writing Effective Letters & Memos | 2 | 13 | 10 | 2 | 46 |
| Human Relations | 1 | 3 | 9 | 3 | 36 |
| Situational Leadership | 1 | 1 | 9 | 2 | 20 |
| English Grammar Review | 1 | 1 | 11 | 3 | 36 |
| Planning & Organizing | 1 | 8 | 7 | 2 | 30 |
| Developing/Presenting (follow-up) | 1 | 3 | 3 | 1 | 6 |
| Performance Appraisal: Interviewing | 2 | 9 | 11 | 6 | 60 |
| Counselling Difficult Employees | 1 | 5 | 10 | 2 | 30 |
| CPT Heart Saver | 1 | 7 | 4 | 1 | 11 |
| Coping With Stress - Montague | 1 | 9 | 9 | 1 | 18 |
| Dealing With The Public | 2 | 4 | 28 | 2 | 32 |
| Preparing For Retirement | 3 | 21 | 28 | 6 | 98 |
| The New Supervisor - Summerside | 1 | 6 | 8 | 2 | 28 |
| Writing Skills For Supervisors | 2 | 13 | 9 | 2 | 22 |
| Preparing For The Job Interview | 2 | 11 | 17 | 2 | 28 |
| Preparing For Retirement - Summerside | 1 | 4 | 13 | 2 | 34 |
| Cooperatives & Credit Unions | 2 | 30 | 8 | 3 | 38 |
| Assertiveness Skills | 1 | 0 | 10 | 1 | 10 |
| Career Management | 1 | 3 | 11 | 1 | 14 |
| Computer Concepts For Managers | 1 | 9 | 5 | 1 | 14 |
| English Grammar/Punctuation | 1 | 1 | 12 | 4 | 52 |
| Managing Change | 1 | 4 | 4 | 2 | 16 |
| Non-Sexist Language/Communication | 2 | 1 | 9 | 2 | 10 |
| Planning With Time Management | 1 | 6 | 11 | 2 | 34 |
| Report Writing | 1 | 2 | 6 | 4 | 32 |
| Supervision: A Practical Approach | 1 | 6 | 6 | 3 | 36 |
| Sexual Harassment Policy | 1 | 6 | 7 | 1 | 13 |
| Writing Effective Letters & Memos | 1 | 1 | 13 | 1 | 14 |
| TOTAL | 58 | 264 | 454 | 96 | 1216 |

APPENDIX "L"

## SPECIAL COURSES CONDUCTED OR FUNDED

| | No. of Courses | No. of Participants | Training Days | Participant Training Days |
|---|---|---|---|---|
| Preparing for Job Interview - H&HSC | 1 | 10 | 1 | 10 |
| Performance Appraisal - C&CA | 2 | 22 | 2 | 22 |
| Performance Appraisal - Tourism | 1 | 16 | 1 | 16 |
| Preparing for Job Interview - H.C. | 1 | 14 | .5 | 7 |
| Performance Appraisal - Corrections | 1 | 11 | .5 | 5.5 |
| Preparing for Job Interview - H&HSC | 1 | 15 | 2 | 30 |
| Employees Helping The Public - SARS | 1 | 9 | 1 | 9 |
| Development of Admin. Support - SY/CL | 1 | 10 | 2 | 20 |
| Effective Writing - Youth Centre, Georgetown | 1 | 6 | 1 | 6 |
| Performance Appraisal - Summerset | 1 | 6 | 1 | 6 |
| Performance Appraisal - SARS | 1 | 15 | 1 | 15 |
| Preparing For the Job Interview — SAS | 2 | 19 | 2 | 19 |
| Orientation To Government - SARS | 1 | 9 | 1 | 9 |
| Creative Problem Solving - H.C. | 1 | 8 | 1 | 8 |
| Preparing For Interview - Re-entry Group | 1 | 21 | 1 | 21 |
| Creative Problem Solving - G'town | 1 | 7 | 1 | 7 |
| Orientation To Government - Community Youth Workers | 1 | 26 | 1 | 26 |
| Performance Appraisal - Summerset | 1 | 6 | 1 | 6 |
| Performance Appraisal - T&PW | 1 | 13 | 1 | 13 |
| Course Development - SY/CL Program | 1 | 13 | 2 | 26 |
| Team Building - Home Care, Summerside | 1 | 14 | 1 | 14 |
| Orientation To Government | 1 | 16 | 1 | 16 |
| Gathering Information Through Interviews - Home Care & Support | 1 | 14 | 2 | 28 |
| Expectations of Boss & Worker - SARS | 1 | 10 | .5 | 5 |
| Situational Leadership - Group Home Managers | 1 | 11 | 1 | 11 |
| Performance Appraisal - C&CA | 1 | 43 | 1 | 43 |
| Dealing With The Public - Agriculture | 1 | 7 | 1 | 7 |
| Loyalty & Confidentiality - Visiting Homemakers | 1 | 50 | .5 | 25 |
| Performance Appraisal - T&PW | 1 | 10 | 1 | 10 |
| Orientation To Government - Beach Grove | 1 | 12 | 1 | 1 |
| Situational Leadership - Group Home Workers | 1 | 12 | 1 | 12 |
| Taking The Plunge - SY/CL Groups | 3 | 37 | 6 | 74 |
| Peer Evaluation & Team Bldg. - SARS | 1 | 18 | 1 | 18 |
| Performance Appraisal - C&CA | 1 | 57 | .5 | 28.5 |

| | | | | |
|---|---|---|---|---|
| Performance Appraisal - Beach Grove/Hillsborough | 1 | 5 | 1 | 5 |
| Preparing For Interview - RCW/H.C. | 1 | 10 | .5 | 5 |
| Finding And Keeping The Job - SARS | 1 | 15 | 1 | 15 |
| How To Handle Change - Youth Workers Summerside | 1 | 9 | 1 | 9 |
| Writing Skills - Youth Workers | 1 | 7 | 1 | 7 |
| Writing Skills - Youth Workers Summerside | 1 | 5 | 1 | 5 |
| Writing Skills - Child & Family Services, O'Leary | 1 | 21 | 1 | 21 |
| Effective Communication - Georgetown | 1 | 8 | 1 | 8 |
| Supervision Youth Centres - Charlottetown | 1 | 9 | 5 | 45 |
| Introduction of a Performance Appraisal System - Provincial Library | 1 | 20 | .5 | 10 |
| Preparing For The Job Interview - Home Care & Support | 1 | 25 | 1 | 25 |
| English Grammar Review - Youth Centre St. Eleanor's | 1 | 25 | 1 | 25 |
| Assertiveness Skills - Speech Therapist | 1 | 12 | 1 | 12 |
| Developing A Performance Appraisal Policy - Provincial Library | 1 | 7 | 1 | 7 |
| Time Management - Home Care & Support Administrative Support Staff | 1 | 8 | .5 | 4 |
| Effective Communication - Youth Centre, St. Eleanor's | 1 | 25 | 1 | 25 |
| Time Management - Youth Centre St. Eleanor's | 1 | 25 | 1 | 25 |
| United Way Canvasser Training | 7 | 50 | .5 | 25 |
| Performance Appraisal: Interviewing - Youth Centre - St. Eleanor's | 1 | 7 | 1 | 7 |
| Attitudes In The Workplace - Home Care & Support | 1 | 50 | .5 | 25 |
| Performance Appraisal - Prov. Library | 2 | 14 | 1 | 14 |
| Coping With Change - Child & Family Services | 1 | 25 | 1 | 25 |
| English Grammar Review - Youth Centre Georgetown | 1 | 8 | 1 | 8 |
| Creative Problem Solving - Dental Division | 1 | 26 | .5 | 13 |
| Preparing For The Job Interview - RCW/H.C. | 1 | 10 | .5 | 5 |
| Orientation To Government - Young Offenders, Summerside | 1 | 34 | 1 | 34 |
| Goal Setting - Home Care & Support | 1 | 17 | .5 | 8.5 |
| Smoking Cessation Courses - Charlottetown | 2 | 11 | 2 | 22 |
| Smoking Cessation Courses - Summerside | 1 | 5 | 1 | 5 |
| Smoking Cessation Courses - O'Leary | 1 | 12 | 1 | 12 |
| Mission Statement & Divisional Goals Supervisors - Provincial Library | 1 | 7 | 1 | 7 |
| Coping With Change - Supervisors - Child & Family Services | 1 | 20 | 1 | 20 |
| Staff Conference '88 - Agriculture | 1 | 125 | 2 | 250 |
| Criminology & Corrections Conference | 1 | 12 | 3 | 36 |
| Quality Assurance In Health Care - H&SS | 1 | 1 | 3 | 3 |
| "Aids" - A Matter of Care - Hillsboro | 15 | 1 | 5 | |

| | | | | |
|---|---|---|---|---|
| Working With Troubled Adolescents - Correctional Services | 1 | 3 | 1 | 3 |
| Monitoring Dairy Herd Health & Performance - Agriculture | 1 | 3 | 1 | 3 |
| Farm Management Workshop - Agriculture | 1 | 13 | 2 | 26 |
| Water Safety Course - C&CA | 1 | 1 | 2 | 2 |
| Engineering Section Meeting of EAPR - Agriculture | 1 | 1 | 5 | 5 |
| AGREE Workshop - Agriculture | 1 | 15 | 3 | 45 |
| Canadian Mental Health Association Conference - H&SS | 1 | 6 | 4 | 24 |
| Canadian Dietetic Association Conference - H&SS | 1 | 4 | 5 | 20 |
| Supervisory Training Session - H&SS | 1 | 24 | 3 | 72 |
| Prompt Workshop - H&SS | 1 | 12 | 3 | 36 |
| Productivity Improvement Session | 1 | 35 | .5 | 17.5 |
| Atlantic Committee of Agricultural Engineers Workshop | 1 | 9 | 3 | 27 |
| Family Violence & Aggression Workshop - Correctional Services | 1 | 10 | 1 | 10 |
| Canadian Guidance & Counselling Association - H&SS | 1 | 5 | 4 | 20 |
| Controlling Absenteeism Seminar | 1 | 36 | 2 | 72 |
| Mapper Training | 2 | 8 | 3 | 24 |
| Coder Course | 1 | 3 | 2 | 6 |
| Health Forum - H&HSC | 1 | 50 | 2 | 100 |
| Personal Development - H&HSC | 1 | 27 | 1 | 27 |
| Practice Interviews — H&HSC | 3 | 30 | 1 | 30 |
| Computer Awareness Seminar | 2 | 36 | 1 | 36 |
| Food Service Workshop | 1 | 60 | 2 | 120 |
| Collective Agreement - O'Leary | 1 | 9 | .5 | 4.5 |
| Collective Agreement - Montague | 1 | 26 | .5 | 13 |
| Collective Agreement - Charlottetown | 3 | 150 | .5 | 75 |
| Collective Agreement - Summerside | 1 | 16 | .5 | 8 |
| French Language Training - Charlottetown | 1 | 9 | 4 | 35 |
| French Language Training - Summerside | 1 | 8 | 30 | 240 |
| Computer Literacy | 1 | 6 | 4.5 | 27 |
| People Development Management - Child & Family Services | 1 | 8 | 2 | 16 |
| Training Project-Peter Bakes-Pharmacy Charlottetown | 1 | 28 | 1 | 28 |
| Summerside | 1 | 13 | 1 | 13 |
| TOTAL | 121 | 1921 | 181 | 2548 |

APPENDIX "M"

## CIVIL SERVICE RETIREES
### The following employees retired on pension during 1988

| EMPLOYEE | DEPARTMENT | YEARS OF SERVICE |
|---|---|---|
| Acorn, Mary | Health & Social Services | 17 |
| Aitken, Marjorie | Health & Social Services | 15 |
| Allen, Georgina | Health & Social Services | 17 |
| Arbing, Russell | Finance | 24 |
| Beaton, Blanche | Education | 23 |
| Bell, Elizabeth | Health & Social Services | 21 |
| Bennett, Ester | Health & Social Services | 17 |
| Boswall, Bryce | Community & Cultural Affairs | 15 |
| Boswell, Dave | Community & Cultural Affairs | 28 |
| Burke, Mary | Health & Social Services | 15 |
| Bryanton, Harold | Transportation & Public Works | 23 |
| Burley, Mary | Health & Social Services | 17 |
| Cameron, Thelma | Hospital & Health Services Commission | 19 |
| Coffin, Scott | Agriculture | 26 |
| Cole, Duncan | Housing Corporation | 14 |
| Coles, James | Labour | 12 |
| Cox, David | Education | 21 |
| Crosby, Marjorie | Agriculture | 19 |
| Cullen, Joyce | Hospital & Health Services Commission | 17 |
| Darrach, Alexander | Health & Social Services | 23 |
| Deveaux, Chester | Transportation & Public Works | 29 |
| Diver, Jean | Health & Social Services | 35 |
| Doherty, Ivan | Public Utilities Commission | 11 |
| Doucette, Roland | Transportation & Public Works | 29 |
| Doucette, Edward | Transportation & Public Works | 17 |
| Doyle, Earl | Transportation & Public Works | 38 |
| Doyle, Norman | Transportation & Public Works | 29 |
| Dorsey, James | Transportation & Public Works | 12 |
| Dunphy, John | Housing | 12 |
| Enman, Robert | Finance | 17 |

| | | |
|---|---|---|
| Flanagan, Lorraine | Health & Social Services | 13 |
| Ford, Arlene | Transportation & Public Works | 22 |
| Ford, Jean | Hospital & Health Services Commission | 19 |
| Francis, Errol | Hospital & Health Services Commission | 35 |
| Gallant, Ida | Health & Social Services | 16 |
| Gallant, Leo | Transportation & Public Works | 18 |
| Gallant, Paul | Labour | 15 |
| Giraud, Eleanor | Lending Authority | 12 |
| Goodwin, Maurice | Transportation & Public Works | 22 |
| Gorveatt, Isabel | Agriculture | 14 |
| Graham, Cecil | Transportation & Public Works | 29 |
| Green, Cecil | Health & Social Services | 21 |
| Hambly, Melvin | Health & Social Services | 30 |
| Harris, James | Health & Social Services | 23 |
| Hay, Arthur | Transportation & Public Works | 24 |
| Hayden, Sheldon | Transportation & Public Works | 25 |
| Holmes, Myron | Liquor Control Commission | 20 |
| Holland, Anna Mae | Health & Social Services | 15 |
| Howatt, Vivian | Housing | 29 |
| Jelly, Inez | Health & Social Services | 16 |
| Johnson, Art | Labour | 13 |
| Jones, Orlo | Heritage Foundation | 10 |
| Kennedy, Malcolm | Finance | 16 |
| Kurylyk, Alex | Transportation & Public Works | 16 |
| Lafferty, Lillian | Health & Social Services | 16 |
| Landry, Marie | Transportation & Public Works | 12 |
| Larter, Lloyd | Transportation & Public Works | 21 |
| LeBlanc, Margaret | Health & Social Services | 13 |
| LeClair, Frank | Transportation & Public Works | 32 |
| Lee, Harold | Finance | 23 |
| Leon, Wolf | Health & Social Services | 24 |
| Lund, Eileen | Transportation & Public Works | 16 |
| MacDonald, Gloria | Energy & Forestry | 22 |
| MacDonald, Phyllis | Labour | 19 |
| MacEachern, Cecil | Hospital & Health Services Commission | 15 |
| MacEachern, Hazel | Health & Social Services | 26 |
| MacInnis, Uldine | Health & Social Services | 27 |
| MacInnis, Ron | Agriculture | 22 |
| MacKinnon, Vivian | Hospital & Health Services Commission | 13 |

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|---|---|---|
| MacClure, Louise | Health & Social Services | 11 |
| MacNeill, Florence | Health & Social Services | 16 |
| MacPhail, Helen | Health & Social Services | 20 |
| MacPherson, Jean | Education | 32 |
| MacRae, Anna | Finance | 15 |
| McClellan, John | Land Use Commission | 15 |
| Mahar, Arnold | Health & Social Services | 15 |
| Morrison, Jean | Crop Insurance | 21 |
| Murphy, Lorne | Industry | 17 |
| Murphy, Martina | Health & Social Services | 20 |
| Murphy, Patrick | Transportation & Public Works | 21 |
| Nelson, Allan | Transportation & Public Works | 18 |
| Nicholson, Cecil | Housing | 18 |
| O'Connor, Sadie | Health & Social Services | 18 |
| Patterson, Glen | Housing | 15 |
| Pursey, Roy | Health & Social Services | 14 |
| Ramsay, Elmer | Liquor Control Commission | 18 |
| Reid, Margaret | Hospital & Health Services Commission | 18 |
| Ripley, Gordon | Energy & Forestry | 25 |
| Rix, Irene | Health & Social Services | 19 |
| Robbins, Hugh | Transportation & Public Works | 22 |
| Ross, Stan | Justice | 18 |
| Scott, Ester | Transportation & Public Works | 16 |
| Shepherd, Edward | Transportation & Public Works | 22 |
| Sherren, Elwin | Housing Corporation | 15 |
| Simmons, Jean | Health & Social Services | 23 |
| Sinnott, Clem | Health & Social Services | 31 |
| Smith, Weldon | Transportation & Public Works | 28 |
| Spencer, John | Transportation & Public Works | 17 |
| Taylor, Geraldine | Health & Social Services | 18 |
| Trainor, Donald | Health & Social Services | 18 |
| Vass, Eleanor | Education | 22 |
| Walker, Bob | Hospital & Health Services Commission | 22 |
| Wallis, Tom | Land Development Corporation | 11 |
| Warren, Stella | Health & Social Services | 20 |
| Watts, Ruby | Justice | 25 |
| Webster, Dorothy | Justice | 25 |
| Whalen, Imelda | Health & Social Services | 16 |
| Williams, Frances | Health & Social Services | 17 |

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|---|---|---|
| Wood, Lloyd | Health & Social Services | 22 |
| Woodruff, Audrey | Policy Board | 10 |
| Wotton, George | Transportation & Public Works | 16 |

**APPENDIX "N"**

## DECEASED

The Commission recognizes the service and contribution of the following employees who died in 1988. We join their fellow employees in extending our sympathy to their families:

Worth, Allison - Liquor Control Commission
Ferguson, Mae - Health and Social Services